

Javits-Wagner-O'Day (JWOD) Program

STRATEGIC

PLAN

Fiscal Years
2005
through
2007



Committee for Purchase From People
Who Are Blind or Severely Disabled



The Committee for Purchase From People Who Are Blind or Severely Disabled ...

is happy to share with you this Strategic Plan for Fiscal Years 2005-2007, which will shape the future direction of the Javits-Wagner-O'Day (JWOD) Program. The vision of the JWOD Program is to enable all people who are blind or have other severe disabilities to achieve their maximum employment potential. To this end, the JWOD Program's mission is to provide employment opportunities in the manufacture and delivery of products and services to the Federal Government.

The JWOD Program currently provides employment opportunities to nearly 42,000 Americans who are blind or have other severe disabilities. However, Harris Polls show that over the past fifteen years, the proportion of people with disabilities of working age who are unemployed remains stagnant at nearly 70 percent. The JWOD Program is proud to have increased employment opportunities in FY 2003 by 7 percent over FY 2002, but there is still much to be done to ensure the vision of employment for all those with disabilities who want to work. This Strategic Plan is a step in the right direction to help meet that challenge.

I would like to thank the members of the Committee, its staff, National Industries for the Blind, NISH, the National Association for the Employment of People who are Blind, and the National Council of Work Centers for their valued contributions in the development of this Strategic Plan. I look forward to sharing the JWOD Program's successes with you in the future.



Steven B. Schwalb,
Chairperson

INTRODUCTION

In 1938, the Wagner-O'Day Act was passed to provide employment opportunities for people who are blind by allowing them to manufacture commodities to sell to the Federal Government. The Javits Amendment of 1971 created the Javits-Wagner-O'Day (JWOD) Act (41 U.S.C. 46-48c) and amended the Act to include providing employment opportunities for people with other severe disabilities and allow the Program to also provide services to the Federal Government. The amendment established the Committee for Purchase From People Who Are Blind or Severely Disabled (the Committee) as an independent Federal agency to administer the JWOD Program.



The Committee accomplishes its mission by working through the JWOD Program's two Committee-designated Central Nonprofit Agencies (CNAs), the National Industries for the Blind (NIB) and NISH, a national organization serving people with other severe disabilities, to identify Government procurement requirements that can generate employment opportunities for individuals who are blind or have other severe disabilities. The Committee places such product and service requirements on the JWOD Procurement List to be furnished by approximately 600 State and private nonprofit agencies (NPAs) employing approximately 42,000 people who are blind or have other severe disabilities. If Federal agencies have a requirement to procure such products and services and the NPA can provide them when the government needs them, the Federal agency must procure such products and services at fair market prices established by the Committee from the nonprofit agencies authorized by the Committee.

Disability Community Context

Sixty-five years after the Wagner-O'Day Act was enacted this nation is still faced with a monumental unemployment problem for people with disabilities. The 2000 Census estimated that almost 50 million people age 5 and over have a disability; this is a ratio of nearly 1-in-5 U.S. residents. Of these, almost 31 million were between the ages of 21 and 64 and only about 10 million were employed. Harris Polls show that over the past decade and a half, the proportion of people with disabilities under 65 years of age who are working remains stagnant at 32%; many people with disabilities are not getting jobs.



Scope

The scope of this strategic plan is the JWOD Program, rather than any single organizational entity. The plan addresses the mission, vision, and goals for the Program for the next three to five years. The plan was developed and approved by the Committee, with input from the Committee staff, NIB and NISH leadership, and the leadership of the National Association for Employment of People who are Blind (NAEPB) and the National Council of Work Centers (NCWC). Each organization affiliated with the JWOD Program should have its own strategic plan that is aligned with this plan, and that shows how the organization supports achievement of the JWOD Program goals.

This overview presents the mission, vision, goals, objectives and performance measures for the JWOD Program.

Federal Management Context

This strategic plan was developed in accordance with the Federal framework of:

- ★ The Government Performance and Results Act (GPRA), which requires Federal agencies to develop strategic and annual plans, and to report performance against those plans
- ★ The Program Assessment Rating Tool (PART), a tool developed by the Office of Management and Budget (OMB) for conducting comprehensive program assessments. OMB has integrated these assessments into the budget procedures, as part of implementing the Budget and Performance Integration element of the President's five-point Management Agenda.

Both GPRA and PART emphasize performance measures that focus on both outcomes and annual progress toward achieving long-term goals. PART emphasizes the importance of both Federal managers and program partners being held accountable for achieving measurable results. The expectation is that this strategic plan will cascade down to the organizations that implement the JWOD Program, with each organization committing to goals that align directly to achieving the results identified in this plan for the Program.

MISSION AND VISION

The mission of the JWOD Program is to:

Provide employment opportunities for people who are blind or have other severe disabilities in the manufacture and delivery of products and services to the Federal Government.

The vision of the JWOD Program is:

The JWOD Program enables all people who are blind or have other severe disabilities to achieve their maximum employment potential.

This vision will be realized when:

- ★ Every person who is blind or severely disabled and who wants to work is provided an opportunity to be employed productively.
- ★ Every JWOD employee earns not only the Federal minimum wage (or higher applicable state minimum wage) but also a living wage and benefits package appropriate to his or her geographic locality.
- ★ JWOD employees are provided the training and development they need to be successful in their current positions, and ultimately achieve their maximum employment potential.
- ★ Every JWOD employee is provided the opportunity, with or without accommodations, to advance to his or her maximum employment potential, including internal or external competitive placement or management and administrative positions.
- ★ All JWOD products and services provide best value to Federal customers, thus earning their continued support and loyalty.





STRATEGIC GOALS AND OBJECTIVES

The JWOD Program has five high-level strategic goals for FY 2005 through FY 2007, with a number of specific objectives under each goal. Performance measures and target levels of performance for Fiscal Years 2005 through 2007 have been established for each goal and strategic objective.

Goal 1. People Who Are Blind Or Have Other Severe Disabilities

Continue to expand employment opportunities for people who are blind or have other severe disabilities under the JWOD Program, including wage progression, benefits, upward mobility and personal job satisfaction.

Goal 1 Key Measure 1. Percentage increase in *direct labor hours* performed by people who are blind or have other severe disabilities on JWOD products and services.

Goal 1 Key Measure 2. Percentage increase in the *number of people* who are blind or have other severe disabilities who are employed in direct labor positions on JWOD products and services.

Objective 1.a. Employment Opportunities

Significantly increase the number of employment opportunities provided through the JWOD Program to people who are blind or have other severe disabilities.

Measure 1. Percentage increase in *direct labor hours* performed by people who are blind or have other severe disabilities on JWOD products and services.

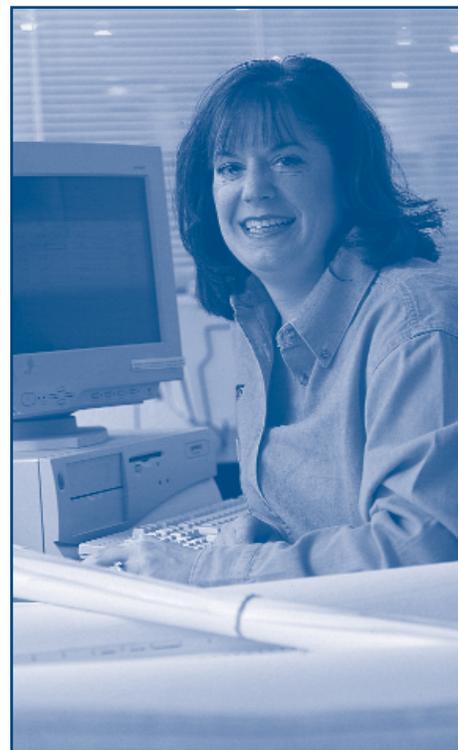
Measure 2. Percentage increase in the *number of people* who are blind or have other severe disabilities who are employed in direct labor positions on JWOD products and services.

Related Initiative To Establish Measures and Targets. Conduct a demographic study of JWOD employees who are blind or have other severe disabilities in order to determine any future objectives. The study should measure diversity in the type of JWOD jobs, number of people who are blind or severely disabled working in management, supervision or indirect labor positions; number of hours worked on average per week and reasons for less than full time; type of disabilities; and turnover rate.

Objective 1.b. Wages and Fringe Benefits

Provide equitable wages and fringe benefits to all employees who are blind or have other severe disabilities within the JWOD Program.

Initiative to Establish Measures. Additional information is required on the current wage levels of people who are blind or severely disabled working in JWOD jobs at all JWOD nonprofit agencies. The information should specifically determine the current wages and fringe benefits of all JWOD employees, how many are making commensurate wages, and why they are making commensurate wages, in addition to determining relative executive compensation levels in each NPA. Based on this information, the Committee will determine appropriate objectives, measures and targets related to wages and fringe benefits for employees in the JWOD Program.





Objective 1.c. Career Advancement and Upward Mobility

Provide career advancement and upward mobility opportunities to people who are blind or have other severe disabilities who are employed through the JWOD Program, either within or outside the JWOD Program.

Measure 1. Increase in the number of employees who are blind or have other severe disabilities who are promoted into a new job, other than supervisory or management positions, which included increased wages and/or fringe benefits, not cost of living raises or productivity increases of less than 20%. Promotions can be considered for movement between JWOD and non-JWOD jobs.

Measure 2. Increase in the number of employees who are blind or have other severe disabilities who are promoted into a new job requiring supervisory, management, or technical skills, that included increased wages and/or fringe benefits, not cost of living raises.

Measure 3. Increase in the number of employees who are blind or have other severe disabilities who leave the nonprofit agency through competitive or supported employment placements.

Measure 4. Increase in the number of people who are blind or have other severe disabilities (not necessarily only those who meet the definition for direct labor) who are employed at the NPAs in management, supervision or indirect labor positions.

Objective 1.d. Employee Job Satisfaction

Provide personally satisfying employment opportunities through the JWOD Program to people who are blind or have other severe disabilities.

Measure 1. The percentage of JWOD employees who indicate they are satisfied or highly satisfied with their jobs, measured via an employee satisfaction survey with results compared against industry standards.

Objective 1.e. Fee Structure

Ensure the JWOD fee structure incentivizes creation of employment opportunities.

Measure 1. Percentage increase in direct labor hours.

Goal 2. Customers

Partner with Federal customers to increase customer satisfaction and loyalty, so the JWOD Program becomes their preferred source for products and services.

Goal 2 Key Measure. Percentage increase in customer satisfaction, including separate measures for responsiveness, consistency, reliability, quality, timeliness, and price, as measured by a survey. The survey will segment by Federal agency, new vs. current customers, customer responsibility (contracting officer, purchase card holder, end-user, etc.), and type/category of product or service. The survey will identify the percentage of customers who perceive JWOD to be their source of choice.

Objective 2.a. Customer Satisfaction

Increase customer satisfaction with JWOD products and services. Customer satisfaction encompasses responsiveness, consistency, reliability, quality, timeliness, and price.

Measure 1. Percentage increase in customer satisfaction, including separate measures for responsiveness, consistency, reliability, quality, timeliness, and price, as measured by a survey.

Measure 2. Repeat business, as measured by increase in sales for existing customers.

Objective 2.b. Collaborative Plans

Establish collaborative plans with Federal agencies to support the JWOD Program.

Measure 1. Milestone tracking of the establishment and implementation of collaborative plans with Federal agencies (for support of and value received from the JWOD Program). For the purposes of this objective, a collaborative plan will be developed via a thorough, two-way process with the customer agency and the JWOD Program to identify barriers to the customer's satisfaction and discuss the customer's unique business needs. The resulting plan will establish mutual solutions that will result in greater customer satisfaction (and thus more JWOD business). The expected outcomes of a collaborative plan are (1) in-depth exploration of customer needs and barriers to joint business expansion, (2) unique, mutually-identified and implemented solutions to meet those needs, and (3) increasing customer satisfaction and new business opportunities.

Measure 2. Reduction in lost opportunities segmented by reason. Reasons should include drivers or indicators of customer dissatisfaction, severe impact on existing contractors, timing of the JWOD acquisition process, and procurement through other socioeconomic programs.

Measure 3. Percentage increase in direct labor hours.

Goal 3. Process and Procedures

Improve efficiency and effectiveness of the JWOD Program (the Committee, CNAs, and NPAs) by streamlining and automating processes and procedures, and improving communication, while continuing to ensure program integrity.

Goal 3 Key Measure. Reduction in the cycle time for the addition of a new JWOD product or service to the Procurement List.

Objective 3.a. Accessibility of Products and Services

Increase the accessibility of JWOD and NPA products and services to Federal customers.

Measure 1. Reduction in the cycle time for the addition of a new JWOD product or service to the Procurement List.

Measure 2. Reduction in lost opportunities.

Objective 3.b. Socioeconomic Procurement Preference Programs

Develop a mechanism to enable the JWOD Program and other socioeconomic procurement preference programs to cooperate in meeting their respective missions.

Measure 1. Milestone tracking of implementation of a solution.

Objective 3.c. Distribution Processes

Improve distribution processes to ensure effective, fair, and efficient distribution channels for JWOD products.

Measure 1. Percentage increase in sales of products, segmented by distribution channel and size of distributor (small or large).

Measure 2. Ranking of distributors, evaluated against consistent program performance expectations, segmented by distribution channel and size of distributor (small or large).

Measure 3. Increased efficiency of distribution process measured by the ratio of total distributor sales to JWOD distribution management (Committee/NIB/NISH) labor hours, segmented by Committee, NIB, and NISH, and by distribution channel. Note that distribution channels include direct distribution and Government depots as well as commercial distributors, base supply centers, etc.

Objective 3.d. Processes and Information Technology

Streamline processes and implement a technology infrastructure that facilitates collaboration, communication, and interoperability, and enables rapid flow of and access to information electronically among the Committee members, Committee staff, the CNAs, and the NPAs.

Measure 1. Overhead cost as a percentage of JWOD Program direct labor hours, calculated as total Committee budget plus CNA operating and support costs, divided by total number of direct labor hours. This should be segmented by overall Program (Committee plus CNA overhead), NIB and NISH.

Measure 2. Reduction in the cycle time for the addition of a new JWOD product or service to the Procurement List.



Goal 4. Communication and Information Sharing

Expand support for the JWOD Program within the public, Congress, Federal agencies, the disability community, and other JWOD stakeholders through effective communication and information sharing.

Goal 4 Key Measure. Effectiveness of communication and information sharing, segmented by stakeholder. Stakeholders to be considered include Committee members, Committee staff, CNAs, NPAs, the disability community, customers, etc.

Objective 4.a. Strategic Communications Plan

Create and implement a strategic communications plan that addresses all JWOD stakeholders.

Measure 1. Milestone tracking of creation and implementation of a plan that addresses communication and information sharing with and among both internal and external stakeholders.

Measure 2. Effectiveness of communication and information sharing, segmented by stakeholder.

Measure 3. Percentage of procurement officials, purchase card holders, and other Federal purchasers who are aware of the JWOD Program and demonstrate support by consistently buying JWOD products and/or services, and/or by routing business opportunities to the JWOD Program.

Measure 4. Milestone tracking of the establishment of collaborative plans with disability organizations to increase mutual understanding and support. Note: NPAs are included in the population of disability organizations.

Measure 5. The level of understanding/positive perception of the JWOD Program by the disabilities organizations, measured via opinion survey or focus group feedback.

Goal 5. Market Development

Strategically develop new markets and expand existing markets in which the JWOD Program can provide best value products and services to Federal customers in order to expand employment opportunities that meet the needs of people who are blind or have other severe disabilities.

Goal 5 Key Measures. Percent increase in the employment of people who are blind or have other severe disabilities under the JWOD Program, measured in *direct labor hours* and jobs by existing and new market segment (type of product or service, agency, geographic area).

Objective 5.a. Existing Markets

Expand business in existing markets that results in the creation of employment opportunities that meet the needs of people who are blind or have other severe disabilities.

Measures 1 and 2. Percent increase in the employment of people who are blind or have other severe disabilities under the JWOD Program, measured in direct *labor hours* and jobs by existing market segment (type of product or service, agency, geographic area).

Measure 3. Percent increase in sales, by existing market segment (type of product or service, agency, geographic area).

Objective 5.b. New Products, Services, and Markets

Develop new products, services, and markets within the Federal Government that have potential to create employment opportunities that meet the needs of people who are blind or have other severe disabilities.

Measures 1 and 2. Percent increase in the employment of people who are blind or have other severe disabilities under the JWOD Program, measured in direct labor hours and jobs by new market segment (type of product or service, agency, geographic area).

Measure 3. Percent increase in sales, by new market segment (type of product or service, agency, geographic area).



Objective 5.c. Underserved Populations

Provide employment opportunities that meet the needs of people who are blind or severely disabled who are unemployed, underemployed, or who have not traditionally been employed in the JWOD Program.

Measure 1. Milestone tracking of population research to identify and/or validate the employment needs of people who are blind or severely disabled who are unemployed, underemployed or who have not traditionally been employed in the JWOD Program. Milestone tracking of implementation of plans to create employment opportunities for targeted populations.

Objective 5.d. Subcontracting

Develop policies and procedures to accommodate subcontracting portions of a project or adding a subcontract to the Procurement List.

Measure 1. Milestone tracking of development and implementation of a solution to subcontracting issues.

Photos courtesy of:
Skookum Educational Programs, Port Townsend, WA
Blind Industries and Services of Maryland, Baltimore, MD



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